

14 October 1981

MEMORANDUM FOR: Director of External Affairs, OPP

FROM : Coordinator for Academic Relations
and External Analytical Support, NFAC

SUBJECT : Academic Relations

The role of the Coordinator for Academic Relations has varied somewhat in the years since establishment of the position in 1966. This has been due, in part, to the degree of interest by the several DCIs and Directors of NFAC in developing better relations between the Agency and academia. Perhaps a greater influence, however, has been the changing image of this Agency among the academicians. For example, during the latter part of the past decade, much time was spent by my predecessors in trying to reassure both administrative and faculty members that CIA was not engaged in activities which were detrimental to the missions or goals of their schools. Today, relations between the Agency and most academic institutions are reasonably good but there is room for further improvement. (A few activists on campuses continue the crusade against us. There was a demonstration recently against CIA recruitment at the University of Michigan Law School and the student newspaper at the University of Minnesota carried an article accusing CIA of attempting to assassinate the Pope!) Overall, however, relations are much improved over what they were as recently as 1978 with the result that we can focus on problems other than trying to put out the latest blaze kindled by some congressional or media revelation of our alleged (or actual) misdeeds.

I believe the Coordinator's most important function is to assist in making the interface between the Agency and academia productive for the former and helpful to the latter. A subordinate, but essential, duty is to maintain records of CIA's relation with universities and research institutions. In the following paragraphs, I will attempt to summarize what the Academic Relations Staff does for the Agency, what it does for the academic community, and conclude with a few comments on the future.

AID TO THE AGENCY

Probably the most important role that the CAR can perform is to become acquainted with the academic and research experts in the various disciplines of interest to the Offices of the Agency. To do this, I have established good personal relations with a number of key people in various universities and research centers, in particular those in the Washington area,

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In addition, I seek advice from our consultants, those who have contracts with the Agency, and attend a few annual conferences of appropriate professional associations (e.g. the International Studies Association, the American Political Science Association, The American Historical Association), where the environment is conducive to establishing contact with both established scholars and those who are just beginning to achieve recognition as leaders in their fields.

I use the knowledge gained in this way to answer queries from NFAC officers seeking to find expertise on various topics. I have provided the former chief of the National Intelligence Council with names of possible candidates for tours as NIOs, have supplied the names of potential consultants to NFAC offices, have set up meetings for our analysts with appropriate experts here or on college campuses, and have suggested the names of possible Scholars-in-Residence (up to two years for a recognized specialist from the academic world as a full-time contract employee at CIA). In recent months, I have also provided an officer from the Operations Directorate, who is leading a team that seeks to improve the quality of applicants for that Directorate's Career Trainee program, with the names of individual scholars known to be friendly to the Agency at various schools throughout the nation.

I have also been consulted on various other subjects which involve contact with the academic world or with research institutions, e.g. the negotiation of contracts for external research projects, the identification of scholars whose names have come to the attention of senior officials of the Agency, the suggestion of academicians for inclusion in seminars here at CIA. I also maintain a small library of college catalogues and other books dealing with US academic and research institutions which are used by analysts within NFAC for both professional and personal reasons.

The Academic Relations Staff also produces a quarterly calendar of scheduled meetings of professional organizations that may be of

interest to NFAC analysts. The calendar is quite popular and leads to numerous queries about programs, registration fees, etc. I normally respond, either by securing the information myself or by giving the analyst a name, address and/or phone number where he may obtain the desired data.

Several years ago, the Coordinator was appointed as the CIA representative to the Interagency Committee on Foreign Area Research (FAR), chaired by the State Department. Simultaneously he was placed in charge of coordinating Agency reporting to the Department on foreign affairs external research. This FAR program dates from the mid-1960s when President Johnson, concerned that some of the external research programs of the various departments and agencies might embarrass the US Government, instructed the State Department to set up a review panel to examine and rule on possibly sensitive external research contracts proposed by any department of government. This is not a particularly onerous job as, during my tenure in this position, I have had to submit to the review panel only two possibly sensitive proposed contracts for external research. I also submit, as required, a quarterly report to the Department listing all contracts dealing with foreign affairs that have been negotiated during the previous quarter by any component of the Agency.

The future of the FAR program appears to be somewhat in doubt. The Interagency Committee has not met in months and State has drastically reduced the number of its own personnel involved in administering the program. Until the FAR requirements are abolished, however, the Agency remains under obligation to fulfill them. In line with this, I have worked with an officer in OGC in revising the Headquarters Regulation--the present one is hopelessly out of date--that outlines our responsibilities toward FAR. The new regulation should be out shortly.

The Academic Relations Staff maintains records of (1) participation by NFAC personnel in panel discussions or the presentations of papers before professional or academic groups, (2) other presentations, including unclassified briefings, by NFAC personnel in academic settings (3) attendance by NFAC personnel at professional meetings (4) substantive briefings given to individuals or before academic groups here at Headquarters, and (5) requests by CIA personnel to publish.

Finally, we work closely with the Administrator for the FOIA program here at CIA. Many requests received under the FOIA are for documents involving Agency relations with academic institutions. File searches, conducted in response to requests from the Administrator have, on occasion, required a considerable amount of time.

AID TO ACADEMICIANS

The Academic Relations Staff also provides assistance to colleges, universities and research centers. We answer most queries directly but, on several occasions, have provided draft responses for senior officials who have received letters from academicians. Requests for speakers from the Agency to address academic groups on an unclassified basis are reviewed and, if an appropriate speaker is available and willing, I have sought approval from D/NFAC to respond affirmatively. We have a number of highly competent speakers who enjoy these trips and who have given the NFAC recognition as a major analytic center. Certain rules are enforced on the requestor: small groups, no media attendance if possible, etc. At times, the requestor is willing to assist in defraying the cost to the Agency. We usually accept food, lodging and transportation but, obviously, honoraria are declined.

Annually, we also provide briefing sessions for academic groups visiting Washington. They vary in size from a few (8-10) to many (as large as 150). Several of these groups are made up of faculty members (we recently briefed in the auditorium about 60 presidents of small colleges).

We are also cooperating with the State Department in briefing their "Scholar-Diplomats". These are academicians with a common interest (e.g. Latin America, Eastern Europe, Political-Military Affairs) who are hosted by the appropriate Bureau for a week at the Department. All have been cleared through Secret. The group arrives at Langley and we brief them on the missions of the Agency and on their area of interest. We also insist, however, that the sessions be an exchange of views. From these meetings have come several offers to act as consultants and a couple of applications for employment. The meetings also give me an opportunity to meet with and evaluate some of the younger academicians.

A number of faculty members have written this office to enquire about employment opportunities for themselves or their students. These, of course, are passed to the appropriate offices. There have also been several enquiries about the Scholar-In-Residence program.

One service that the Academic Relations Staff provided until recently was the free distribution of the Agency's unclassified reference aids and other reports to a select group of scholars on Chinese, Soviet or Cuban affairs. The distribution list was carefully selected to ensure that in general, only distinguished leaders in their fields were recipients. We asked for and received some useful feedback from these people and we pruned the list annually to remove any who were unresponsive.

The program provided a vast amount of good will for the Agency among those who were at the top of their profession. Personally, I utilized the distribution list by calling upon any one receiving the documents for aid in identifying fellow specialists or when I sought other assistance. I agree fully with the decision to reduce or even eliminate the dissemination of unclassified analytic reports but I do believe that the free distribution of the reference aids to a select group of scholars was in the Agency's long-run interest.

THE FUTURE

The future role of the Coordinator is very much in your hands and those of Bob Gates, the DCI and the DDCI. Frankly, I'm not sure what Mr. Casey or Admiral Inman want from this staff. During confirmation hearings, they both indicated an interest in improving relations with academia and utilizing the talent available in the colleges and universities to assist us in improving our analysis. On the other hand, I have yet to receive any instructions from either the DCI or DDCI. At John McMahon's request, I prepared a report on relations with academia for Mr. Casey last June--a report that was to be the basis for a subsequent conference among the DCI, D/NFAC and me (report attached). The conference has never been scheduled.

In looking to the future, I would like to propose two specific programs, one of which must have the active participation of the DCI and the other should enjoy his support. The first would be a resumption, about twice a year, of the visits by presidents of major colleges and universities. This would involve selecting the invitees after securing recommendations from the [redacted] DO, the Recruitment Division of the Office of Personnel, and the Equal Employment Opportunity Staff. It would involve one full day of briefings at the Secret level by senior officials of the DO, NFAC and S&T and a meeting with the DCI or DDCI--possibly both. We have set several of these up in the past with the only cost to the Agency--ignoring the time spent by a number of very senior officials--being the price of about a dozen lunches. From my observation, the Agency gained a lot of good will among a select audience of influential academic leaders.

My second proposal involves a scheduled series of seminars here at Headquarters, possibly involving the DCI and/or the DDCI if one or both wish to attend. We occasionally have ad hoc sessions with academicians and these would continue as events dictate but I

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believe a series of meetings planned well in advance for both senior officials, and working-level analysts would be most useful. For these, we would have to pay travel and per diem but I would suggest only 3 or 4 specialists at a time which would facilitate an informal and useful exchange with Agency personnel. (We might wish to invite analysts from other components of the Intelligence Community to some of these).

These seminars might well be chaired by the appropriate NIO, at least the program should be coordinated with the NIOs or the Chairman of the National Intelligence Council. Several of the more recent appointees as NIOs are from within our own ranks--all the more reason to launch a program of seminars as they, presumably, do not have the academic contacts that some previous NIOs, recruited from the universities, had.

In looking to the future, I would also see advantages from the transfer of this office to your External Affairs Staff. I believe I will be able to work more closely with elements of the DO [redacted] the S&T (ORD), and the DA (OTE, Personnel).

I would also hope that [redacted] I could work out an arrangement whereby the CAR would assume responsibility for all academic relations. (We have, at present, as you may know, a rather odd arrangement for briefings--worked out by our predecessors--in which PA normally briefs on the role of the Agency while CAR handles briefings on substantive issues. PA also handles high school and alumni groups).

I also believe we should plan on re-writing the NFAC notice on the duties of the Coordinator for Academic Relations. The present notice is three years old and badly in need of revision to take account of present realities. (A new notice would appear mandatory anyway when this office is transferred from NFAC to External Affairs).

I would conclude this memorandum as I began. I believe relations with the academic world are reasonably good today but they can be made better. The close, almost symbiotic, relationship that existed in the early days of the Agency, when many former faculty members had recently joined the new organization, is probably gone forever. However, a good working relationship, of benefit to both the Agency and academia, would appear both possible and desirable. Desirable because, whatever the status of that relationship, this organization will, of necessity, remain dependent on the academic world to provide future recruits to the ranks of our professionals and the expertise to assist us in improving our analytic product.

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